

Leadership Competency Development Guide

Competency Cluster: Building Trust and Accountability



Competency: Personal Credibility

Definition: Demonstrating concern that one be perceived as responsible, reliable, and trustworthy.

Behavioral Indicators:

- Displays honesty and is forthright with people
- Takes ownership
- Follows through on commitments
- Respects concerns shared by others

Developing/Practicing this Competency	Learning from Others	Sample Developmental Goals
<ul style="list-style-type: none"> • Be technically competent • Make your word gold • Keep confidences • Have a follow up system to ensure you keep commitments • Take responsibility for mistakes • Avoid blaming others and making excuses • Respect concerns and problems of others • Be on time for meetings • Give credit to others • Volunteer for assignments with high visibility. Meet deadlines and have high quality work. 	<ul style="list-style-type: none"> • Ask co-workers and your manager for feedback on your credibility (share what you are practicing) • Observe someone with a reputation for having high credibility. Watch what they say and do. • Ask someone you respect to mentor you ways to develop personal credibility. 	<ul style="list-style-type: none"> • By June 30, I will watch the video Credibility Factor: What Followers Expect and pick at least two ideas to start using on the job. • By February 28, I will volunteer to work on the Workforce Planning team and ask Fred Messer to give me feedback on my performance. • By June 30, I will arrange to shadow Samantha Jones for a day to see how she goes about establishing credibility in her relationships with others. • At every staff meeting in July, I will credit to people who have helped me with projects. • By the end of next week, I will set up an on-line follow-up system to ensure I keep all commitments.

Leadership Competency Development Guide for Personal Credibility

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Personal Credibility in civil service.

Resource Index



[Definition, Behavioral Indicators,
Developmental Activities](#)



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Personal Credibility Books Available for Checkout

Book Title	Author	Publisher	Year	Call Number
Discovering the Leader in You: A Guide to Realizing Your Personal Leadership Potential	Robert J. Lee and Sara N. King	Jossey-Bass	2001	HD57.7.L43 9 2001
The 8th Habit: From Effectiveness to Greatness	Stephen R. Covey	Free Press	2004	BF637.S4C6 85 2004
Finding Our Way: Leadership for an Uncertain Time	Margaret J. Wheatley	Berrett-Koehler	2005	HD57.7.W45 6 2005
Geeks & Geezers: How Era, Values, and Defining Moments Shape Leaders	Warren G. Bennis and Robert J. Thomas	Harvard Business School Press	2002	HD57.7.B45 78 2002
Hesselbein on Leadership	Frances Hesselbein	Jossey-Bass	2002	HD57.7.H47 2002
How Honesty Pays: Restoring Integrity To The Workplace	Charles E. Watson	Praeger Publishers	2005	HF5387.W3 78 2005
It Takes a Lot More Than Attitude--: To Lead a Stellar Organization	Stever Robbins	Acanthus Publishing	2004	HD57.7.R62 7 2004
The Leadership Challenge	James M. Kouzes and Barry Z. Posner	Jossey-Bass	2002	HD57.7.K68 2002
Leadership the Outward Bound Way: Becoming a Better Leader in the Workplace, in the Wilderness, and in Your Community	Raynolds, John	Mountaineer s Books	2007	HM1261.L42 7 2007

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Book Title	Author	Publisher	Year	Call Number
Leading in Tough Times: The Manager's Guide to Responsibility, Trust and Motivation	Richard S. Deems and Terri A. Deems	Human Resource Development Press	2003	HD38.2.D428 2003
Monday Morning Leadership: 8 Mentoring Sessions You Can't Afford to Miss	David Cottrell	CornerStone Leadership Institute	2002	HD57.7.C677 2002
Not Bosses But Leaders	John Adair with Peter Reed	Kogan Page	2003	HM141.A297 2003
Rules & Tools for Leaders: A Down-To-Earth Guide to Effective Managing	Perry M. Smith	Perigee book	2002	HD57.7.S649 2002
Self-Leadership and the One Minute Manager: Discover the Magic of No Excuses! : Increasing Effectiveness through Situational Self Leadership	Ken Blanchard, Susan Fowler and Laurence Hawkins	W. Morrow	2005	HD57.7.B5632 2005
The Techniques of Inner Leadership: Making Inner Leadership Work	Gilbert W. Fairholm	Praeger	2003	HD57.7.F3525 2003
Transforming Work: The Five Keys to Achieving Trust, Commitment, and Passion in the Workplace	Patricia E. Boverie and Michael Kroth	Persues Pub	2001	HD58.7.B685 2001
The Wizard and the Warrior: Leading With Passion and Power	Lee G. Bolman and Terrence E. Deal	Jossey-Bass	2006	HD57.7.B645 2006

Academic Journals and Articles on Personal Credibility

[A Recipe for Effective Leadership.](#)

The article identifies various techniques essential in assuring better management among manufacturing companies. Company managers are expected to deliver the best of them to assure industrial profitability, productivity and quality of products and customer satisfaction. They should be equipped with the skills and knowledge essential in leading the company including being mentally alert, practice honesty and integrity and show sincere interest for the welfare of their members.

Authors: Smith, Jimmy L.

Source: Quality 47, no. 13 (December 2008): 42-44

[Are You a High Potential?](#)

The article refers to personnel management research which focused on how organizations identify and develop high potential employees and discusses the qualities of executives who were previously identified as high potential managers. Topics include building trust and credibility among stakeholders and colleagues, attaining strategic or financial goals, and gaining new types of knowledge. The discussion focuses on characteristics that have been found in successful people such as being ambitious, developing catalytic learning capability, exhibiting an entrepreneurial spirit, and having the ability to recognize opportunity and obstacles.

Authors: Ready, Douglas A., Jay A. Conger, and Linda A. Hill

Source: Harvard Business Review 88, no. 6 (June 2010): 78-84

[Climbing the Corporate Ladder.](#)

The article focuses on qualities required in executives for leadership in the corporate sector. A strong work ethic will get one noticed, particularly among generations X and Y, which have developed a reputation. Scott Bacon, president of Bank of New Hampshire in Manchester, says it is important that people show their commitment to the organization. People also need to demonstrate that they can work well with others in order to be an effective leader. Another key to success is to provide accurate information and to be sincere in recommendations.

Author: Mowry, Matthew J.

Source: Business NH Magazine 21, no. 12 (December 2004): 22.

Credibility Can Make or Break Your Career.

The article offers information about several perspectives and approaches to credible leadership in organizations in the U.S. One approach to credibility is the attitude to respond quickly and honestly when organization is on the line particularly the quality of approach given by a company to major issues. Another way to view credibility is from a personal perspective especially the attitude of a person to respond when others are looking for solutions, guidance, and leadership. The article also presents factors which would help increase credibility.

Author: McArdle, Sherri, and Jim Ramerman

Source: T+D 62, no. 1 (January 2008): 76

The Essence of Leadership.

Offers views on the essence of leadership. Skills involved in leadership; Ways of promoting personal integrity; List of leadership programs offered by the Council of State Governments in the U.S.

Author: Davis, Bart

Source: State News (Council of State Governments) 48, no. 2 (February 2005): 7.

Great and Good.

This article describes the efforts of leaders to create a great and a good company. Great in the sense of tremendous results for investors and for customers, growth and profitability, and good in the sense of connection to the world, adding to the quality of the work force and customers, and the communities. Because profit alone cannot build reputation. The author applies 10 leadership principles to create both a great and a good company. The first five form the foundation of a company, and the last five describe the behaviors of a company. They build on each other to create a healthy culture. According to the first principle strong performers are the best corporate citizens.

Author: Immelt, Jeffrey R.

Source: Leadership Excellence 22, no. 5 (May 2005): 17.

[How Can Workplace Learning and Performance Professionals Instill Trust in an Organization's Leaders?](#)

The article discusses how training and development professionals can influence their organization's leaders by inspiring trust. Performance professionals can use trust-building behavior such as listening, communicating, and delivering results to develop the same behavior in their organizations' leaders. A trust-building model of competence and credibility is based on a reciprocity concept that an organization's cost increases as trust declines.

Author: Covey, Stephen M. R.

Source: T+D 64, no. 10 (October 2010): 10

[Personal Credibility is the New PC.](#)

In this article the author discusses why personal credibility (PC) is important and relevant and how to implement it into a company and career. In order to gain a customer's trust the marketer needs to be believable, trustworthy, and credible. The author provides tips for creating a systematic approach to spread PC in the culture of the organization. Some of the tips are: use PC as a factor in whether or not to hire someone, define exactly what PC means in your organization and measure, evaluate, and reward for PC in performance management processes.

Author: Allgeier, Sandy

Source: T+D 63, no. 6 (June 2009): 76.

[Shed the Superman Cape: Five Steps to Build Credibility](#)

The article presents the steps and procedures that security managers and supervisors should consider to build credibility within the organization. It mentions credibility as the key ingredient in leadership which can be attained by being real and authentic in dealing with subordinates. These opportunities to demonstrate genuineness include the need to honor others, become a learner and not a judge, and the importance of apologizing for mistakes committed.

Author: Benzel, David

Source: Security: Solutions for Enterprise Security Leaders 47, no. 11 (November 2010): 108-110.

[Top 10 Leadership Lessons.](#)

The article provides information on several leadership lessons of an effective women leader to a group of elected women from throughout the U.S. including being self-aware, competent and curious. The author mentions that being purposeful by demonstrating integrity, honesty and ethics is also one of the secrets of an effective leader. It also notes the need of a leader to be passionate particularly in all public service type of work.

Author: Simon, Katy

Source: Public Management (00333611) 93, no. 1 (January 2011): 12.

[Traits of Leadership.](#)

The article discusses the characteristics of a good leader. Several attributes that leaders must possess are enumerated including flexibility, selflessness and delegation of authority. It is emphasized that a good leader must have a firm integrity to believe in his or her subordinates, must know how to handle a situation under any circumstance and must promote a team attitude. Furthermore, a leader should be mindful of every move he or she makes to protect his or her reputation.

Authors: Jerabek, Scott, and Jr, Danny Day

Source: FBI Law Enforcement Bulletin 78, no. 11 (November 2009): 20.

[Trust Me: Credible Leadership Delivers Results.](#)

The article focuses on the effect of corporate leadership on employee engagement. The author discusses behaviors of corporate leaders that foster engagement including creation of an organizational culture, clear communication of corporate strategy, trust-building, accountability and effective implementation of strategy.

Authors: Matthews, Douglas J.

Source: Chief Learning Officer 9, no. 2 (February 2010): 28-31.

Books Available On-Line

[The Ace of Soft Skills: Attitude, Communication and Etiquette for Success](#) By Gopalaswamy Ramesh and Mahadevan Ramesh. Pearson Education India, 2010

[Part 1: Attitude](#)

[The AMA Guide to Management Development](#) by Daniel R. Tobin and Margaret S. Pettingell. AMACOM, 2008

[Chapter 3: The AMA Management Development Competency Model: Knowing and Managing Yourself](#)

[Credibility: I've Lost It – Can I Rebuild It?](#) by Sandy Allgeier. FT Press, 2010

[Drucker on Leadership: New Lessons from the Father of Modern Management](#) by William A. Cohen. Jossey-Bass, 2009

[The Elements of Power: Lessons on Leadership and Influence](#) by Terry R. Bacon. AMACOM, 2011

[Chapter 9: The Tree and Its Shadow: The Power of Reputation](#)

[The Jazz Process: Collaboration, Innovation, and Agility](#) by Adrian Cho. Addison-Wesley Professional, 2010

[Chapter 4: Build Trust and Respect](#)

[The Leadership Challenge](#) by James M. Kouzes and Barry Z. Posner, John Wiley & Sons, 2008

[Chapter 2: Credibility is the Foundation of Leadership](#)

[Loud & Clear](#) by Karen Berg. Career Press, 2008

[Strategy 3 - Section: Incredible Credible](#)

[Strategy 3 – Section: Credible by Association](#)

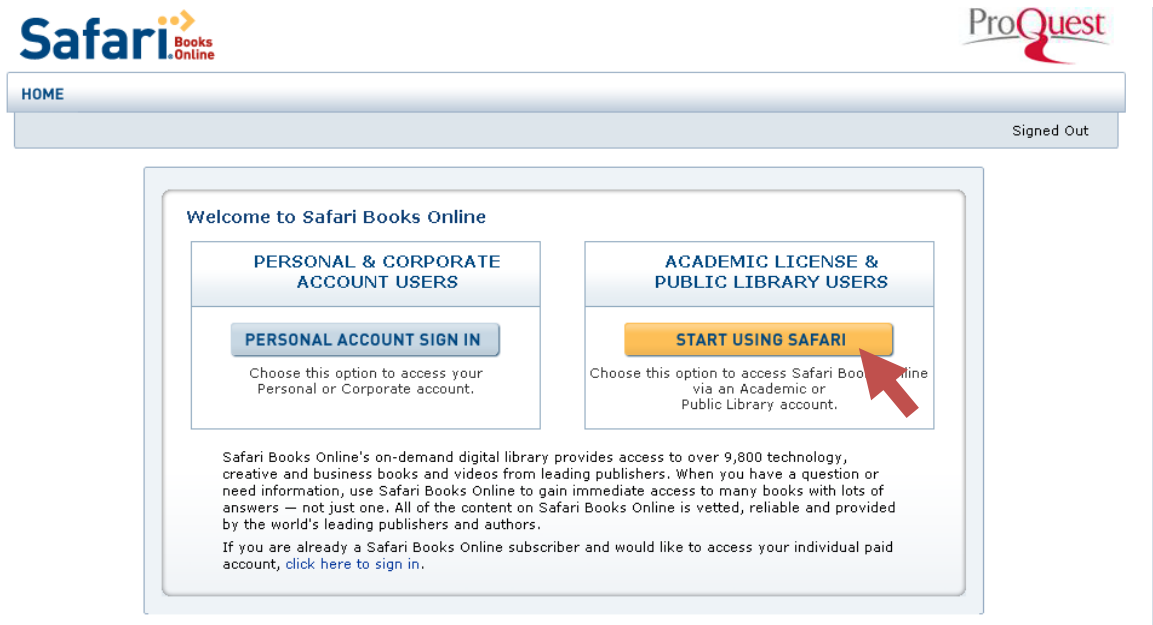
[**The Now habit at Work: Perform Optimally, Maintain Focus, and Ignite Motivation in Yourself and Others**](#) by Neil A. Fiore. John Wiley & Sons, 2010

[**Chapter 3: The Language of Effective Self-Management**](#)

[**The Personal Credibility Factor: How to Get It, Keep It, and Get It Back, \(If You've Lost It\)**](#) by Sandy Allgeier. FT Press, 2009

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Personal Credibility Videos Available for Checkout

Video Title	Description	Format/ Length	Year	Call Number
A Basic Toolkit: Good Manager and Good Employee Skills	This video offers a practical, grounded approach to improving the workplace environment and advancing your career. Debra Wilcox Johnson presents different perspectives to help you gain a mutual understanding of what it means to be both a good supervisor and employee. She will provide you with specific information for improving skills that will both help you advance your career and make your workplace more enjoyable.	VHS/120 Minutes	2003	Z682 S64 2003
Credibility Factor: What Followers Expect from Leaders	This video shows credibility as the central difference between effective and ineffective leadership. Several followers talk about their superiors, unveiling the tremendous impact good leaders can have on their employees. It is based on the work of James Kouzes and Barry Posner.	VHS/22 Minutes	1990	HD577 C72 1990
The Extraordinary Leader: Going from Good to Great	Explains five key insights that distinguish a truly extraordinary leader from a good or "average" leader.	DVD/25 Minutes	2003	HD 57.7.E98 2003
The 5 Waves of Trust	Great leaders don't dictate, they influence. And influence comes from a leader's ability to engender credibility and inspire people to both believe them and believe in them. The eight videos on this...compilation DVD create trustworthy leaders for whom team members readily volunteer their best efforts. The series is based on the premise that there are five layers of trust in the workplace to which leaders must be attuned: Self trust, relationship trust, organizational trust, market trust, and societal trust	DVD/42 Minutes	2009	HF5387.F59 2009

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Video Title	Description	Format/ Length	Year	Call Number
The Leadership Pickles	There's always been talk of serving the employee, but not as much the employee. It's our employees who take care of our customers, isn't it only right that someone takes care of them in turn? And for Bob Farrell, author of the hit customer service program, "Give 'Em the Pickle," that question is the cornerstone of great leadership. For Bob, leaders are those who SERVE the people who SERVE the customer. And in this exciting program, he applies his expertise on customer service to employee service and shares a memorable and motivating message for all leaders. What he did for customers, he's now doing for employees!	DVD/16 Minutes	2005	HD57.7.L42 5 2005
Leadership: What's Trust Got to Do with It?	This DVD tells the story of a team leader who realizes that he cannot lead his team without first gaining their trust. As the story progresses, he puts into practice 5 trust-building behaviors, which help him to regain the trust and active participation of his team.	DVD/19 Minutes	2010	HD57.7.L43 59 2010

On-Line Courses for a Fee on Personal Credibility

California Virtual Campus

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085

Online Contact: <http://www.cvc.edu/contact/>

OTech - Training & Event Center, HALO (High Achievement Learning Organization) “Office Desk Courses”

HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.

Phone Number: (916) 464-7547

Email: training@state.ca.gov

Instructor-Led Courses for a Fee on Personal Credibility

American River College

American River College offers instructor- led and on-line classes that help people prepare for new careers and enhance with current job skills.

Phone Number: (916) 484-8011

Online Contact: info@arc.losrios.edu

College of Continuing Education, California State University Sacramento (CSUS)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433

On-line contact: http://www.cce.csus.edu/general_info/contactus.htm

Centre For Organizational Effectiveness

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119

Online Contact: <http://www.tcfoe.com/contact.html>

Email: info@tcfoe.com

Cooperative Personnel Services (CPS)

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Phone Number: (916) 263-3614 Option 3

Email: trainingcenter@cps.ca.gov

Website: www.cps.ca.gov/training.aspx

- Increasing Human Effectiveness (2 days)

Folsom Lake College

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: [Career Technology Programs](#)

Phone Number: (916) 608-6687

Online Contact: http://www.flc.losrios.edu/Contact_Us.htm

Los Rios Community College District, Business and Economic Development Center (BEDC)

BEDC offers training at their worksite in Sacramento and at the employer's worksite. BEDC will customize training to meet the employer's needs.

Phone Number: (916) 563-3230

Email: WinnerB@losrios.edu

Website: www.trainingsource.losrios.edu

- Practical Insight: From Cooperation to Collaboration in the Workplace (2 days)

OTech Training Center

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502

Email: Training@state.ca.gov

Website: www.training.ca.gov

- Ethics (1 day)

State Personnel Board (SPB)

State Personnel Board offers training courses that range from Upward Mobility, to the Analyst Series Certification, Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085

Email: ttp@spb.ca.gov

Website: www.spb.ca.gov

- Practical Insight: From Cooperation to Collaboration in the Workplace (2 days)